UNDP

UNITED NATIONS DEVELOPMENT PROGRAMME

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DP/PROJECTS/7199

ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
COLOMBIA

IPF:(1992-96) $ 11 700 000

(COL/91/002) - Support to the Institutional Development of Municipalities

Date of approval by the AC:[1/]	18 December 1991
Expected duration:	Four years
Proposed executing agency:	Government
Government implementing agency:	Departamento Nacional de Planificacion
Proposed UNDP contribution:	$100 000 Source of funds: IPF 100 000
Government cost sharing:	$ 3 615 000
Total UNDP budget:	$ 3 715 000

Project background

Colombia's development strategy has redefined the role of the State in order to concentrate its activities in the management of development, rationalizing the size and functions of the public sector, its relationship with regional, departmental, and municipal authorities, and increasing the participation of other development agents such as the private sector and the non-governmental organizations. Presently, the Government is implementing several programmes for the reform and modernization of the State, the public sector and the local governments with the objective of achieving a more competitive, efficient and productive economy.

The Government requested UNDP assistance to implement major programmes in the process of the structural reform of the state, modernization and democratization. Within this context, a Presidential Commission was created; and its recommendations have provided important inputs for the design of the new constitution of the country and have been acted upon by the present Administration of President Gaviria. The improvement of the management capacity of the country's public administration is being carried out with MDP funding; and the reform of decentralized institutions of the public sector to improve their efficiency is being implemented at the present time.

The Central Government has been unable to provide effective assistance, support and training for the municipalities to meet the new responsibilities as the State becomes more decentralized. It is essential to design a programme that would co-ordinate the activities of public and private organizations, provide support to the consolidation of local autonomy,

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and strengthen its administrative capacity. Similarly, with the other programmes in this sector, the Government has requested UNDP assistance to develop the institutional capacity of municipal governments allowing them to perform their new functions. The proposed project will be financed with a portion of a World Bank loan that the Government negotiated under the structural reform of the state programme.

Description of project

The long-term objective of the project is to strengthen the managerial capacity of municipalities in areas such as planning, finance, project management, municipal administration and local participation for municipalities with a population of less than 100.000 inhabitants.

The immediate objectives of the project are to :(a) consolidate an institutional development support system for the municipalities, through the establishment of a legal structure at the different administrative levels to ensure the operation of the support system; the creation of technical units and committees at national, regional or departmental and municipal levels; the implementation of management and information system to support the institutional development of the municipalities that includes supply and demand of services, monitoring and evaluation, quality control, accounting and financial management of the programme; and evaluation of the systems and adjustments; (b) strengthen the institutional capacity of departmental and regional planning offices, through staff training on the institutional development of municipalities of less than 100,000 inhabitants; (c) improve the supply of services to the municipalities, through the training of public and private institutions, primarily in the areas covered by the proposed project, and the preparation of standardized training materials in municipal management, planning, finance, and community participation; (d) support municipal administrations in identifying their institutional development needs, through the design of appropriate methodologies and the identification of needs in 685 municipalities; and (e) establish an efficient communication system between national institutions, regional organizations and local governments to allow a rapid response to the needs of local governments.

Inputs

UNDP will provide 430 work-months of international and national professional personnel in institutional development (30 work-months), supply services (38 work-months), demand needs (38 work-months), communications (38 work-months), co-ordination (45 work-months), management information systems (70 work-months), consultants (171 work-months); subcontracts for accounting systems, support systems, communication systems, pilot experiences and institutional development at the municipal level; training programmes at central, regional and local levels; equipment for information systems and communication; and travel, mission, reporting and sundry costs.

Financial data

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Personnel	1 226 100
Subcontract	1 367 300
Training	500 000
Equipment	510 100
Miscellaneous	111 500
Total	3 715 000

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
COLOMBIA

IPF:(1992-96) $ 11 700 000

(COL/91/008) - Strengthening and Institutional
Transfer of a Participatory Model of Public Administration

Date of approval by the AC:[1/]	18 December 1991
Expected duration:	Three years
Proposed executing agency:	Government
Government implementing agency:	National Rehabilitation Plan Directorate
Proposed UNDP contribution:	$ 500 000 Source of funds: IPF
Government cost sharing:	$ 3 181 400
Total UNDP budget:	$ 3 681 400

Project background

The National Rehabilitation Plan (NRP) is one of the mechanism that the Government of Colombia is using to implement its structural reform. Its goal was to provide support to the process of national reconciliation as a response to the revolutionary groups, constituted primarily by M-19, People's Liberation Army, Workers Revolutionary Party, and the Armed Movement Armando Quintin Lame among others, that were conducting operations against the Government. The NRP's role was to design instruments to resolve social conflicts through the political process and to encourage popular participation in government at all levels.

The NRP received technical assistance from UNDP under the project (COL/86/018) Support to the National Rehabilitation Plan from 1986 to 1990. The focus was the physical, economic, and social integration of marginal areas to the rest of the country. An evaluation mission took place in May 1991 to assess project achievements and to make recommendations in relation to the activities that NRP will be undertaking in accordance to new government policies to include also the fight against extreme poverty. The evaluation mission found that the NRP had achieved important results with the assistance of the project (COL/86/018), among which are: (1) a successful sectorial co-ordination of investment in infrastructure as well as in social projects; (2) the development of grass roots organizations called "Municipal Councils of Rehabilitation (MCR)"; (3) an increase in public investment for rehabilitation areas from a level of 4 percent in 1986 to 15 percent in 1990; (4) the creation of a Fund for Special Projects with almost 11,000 projects already financed; (5) the activation of 304 MCRs with an increased popular participation in local elections in

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marginal areas; and (6) the reincorporation of a few revolutionary groups to civil life.

As revolutionary groups are assimilated into mainstream politics, the focus of the NRP will center on governmental decentralization and on human development in the least developed areas. The NRP seeks to emulate its success in strengthening the participatory process, promoting greater local autonomy and management to 100 new municipalities that have been assigned. Based on the success of the previous UNDP assistance under the project (COL/86/018) and the importance that the Government attaches to the execution of the NRP, the evaluation mission recommended the implementation of the proposed project to support the new innovative areas of the NRP.

Description of project

The immediate objectives of the project are to: (a) strengthen the participatory process and its transferral as a model of public management to other governmental institutions with links to the private sector with the purpose of increasing the political impact of the NRP, through strengthened and trained MCRs in the participatory process; preparation and distribution of the NRP new role and the implications of the new constitution; establishment of public administration mechanisms applicable to NRP areas and suitable for MCRs use; and promotion of stronger association with the private sector for the implementation of projects; (b) develop the institutional capacity of the NRP to coordinate different sub-programs in the context of its new role and objectives, through the provision of systems to guarantee its own decentralization and with a strengthened capacity to provide support to local administrations; and the organization of a network of institutions that will reinforce the administrative capacity of the NRP delegations; and (c) implement pilot projects to test methodologies and innovative operational systems, through demonstrative projects in municipalities which will employ the new participatory criteria of the NRP that could also be replicated in other municipalities of Colombia and of other counties by the TCDC mechanism.

Inputs

UNDP will provide 840 work-months of international and national professional personnel in participation and decentralization (70 work-months), regional management (35 work-months), institutional coordination and development (70 w0rk-months), community participation (35 work-months), productive and private sectors (70 work-months), evaluation (35 work-months), sectoral planning (35 work-months), political analysis (35 work-months), financial management (35 work-months), judicial matters, peace and reconciliation (105 work-months), project monitoring (70 work-months), public investment (35 work-months), agricultural policies (35 work-months), budget (35 work-months) and short-term consultancies (140 work-months); subcontracts for the provision of services in the productive sector, social sector, infrastructure and regional and municipal development; training programmes and seminars for 272 officials of the NRP, visits and training of MCRs; equipment for transportation and information systems; administrative support; and reporting and sundry costs.

Financial data

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Personnel	1 679 700
Subcontract	1 158 300
Training	128 800
Equipment	565 800
Miscellaneous	148 800
Total	3 681 400

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
CUBA

IPF:(1992-96) $10 903 000

(CUB/91/001) - Pilot Plant for Antibiotics Production by Means of Fermentation

Date of approval by the AC:[1/]	18 December 1991
Expected duration:	Five years
Proposed executing agency:	Government
Government implementing agency:	Centro de Quimica Farmaceutica
Proposed UNDP contribution:	$ 1 875 000 Source of funds: IPF
Total UNDP budget:	$ 1 875 000

Project background

The development of an integrated health system capable of providing medical services to the population has been a clear achievement of Cuba's Government. As a result of increased health coverage, there has been a corresponding increase in the demand for medicines. Presently, the country consumes (US)$ 100 million annually in medicines. (US)$ 30 million of this constitutes antibiotics, the entire quantity being imported into the country. 85 percent of these antibiotics are imported in raw material form and then processed in Cuba; and the remaining are imported directly in finished form.

The Government's strategy is to develop the pharmaceutical industry so as to achieve self-sufficiency in the production of antibiotics, meet the high domestic demand, and expand production for export in the future. In this framework, the Fifth Country Programme, approved by the July 1991 Governing Council, establishes as one of its objectives the promotion of scientific and technical programmes related to biotechnology and pharmaceuticals, with a view to increasing the production of new products for domestic consumption and export.

Cuba is now at an initial phase in its development of antibiotics. UNDP provided assistance to the Government under the project (CUB/86/009) Antibiotics Microplant for the development of technologies at the laboratory scale. As one of the results, the project determined the basis for the construction of the pilot plant and defined the technologies and equipment necessary to upscale the production of antibiotics. The Government has

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decided to establish a pilot plant for the small-scale production of antibiotics as an interim step towards full industrial exploitation. Within this context, the Government of Cuba requested UNDP assistance to advance the production of antibiotics within the Centro de Quimica Farmaceutica, the principal center for research and pilot production of the pharmaceutical industry, which is currently under construction.

Description of project

The development objective of the project is to continue the production of antibiotics.

The immediate objectives of the project are to: (a) operationalize the pilot plant once its construction is completed; (b) propel the industry from an experimental into a production phase; and (c) assimilate relevant technologies which will: (i) advance the production of selected antibiotics (via fermentation) using indigenous raw materials; (ii) produce precursors for the production of penicillin and other similar antibiotics; (iii) carry out feasibility studies for the industrial production of certain antibiotics needed to meet domestic demand and develop an export market; and (iv) create a multidisciplinary work group in the fields of natural and technical sciences for the development of antibiotics production techniques.

Projecy activities will include: (a) creation of facilities and development of technologies for the production of antibiotics; (b) increasing the supply of antibiotics for domestic consumption and export; and (c) developing the scientific and technical capacity of the involved staff.

Inputs

UNDP will provide international experts (10 work-months); training in the areas of microbiology, genetics, fermentation technologies, and extraction processes (125 work-months); a subcontract for antibiotics production; and equipment to do with fermentation, sterilization and centrifuge machinery.

Financial data

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Personnel	112 300
Subcontract	175 000
Training	443 700
Equipment	1 115 000
Miscellaneous	29 000
Total	1 875 000

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
CUBA

IPF:(1992-96) $10 903 000

(CUB/91/010) - Production of Monoclonal Antibodies

Date of approval by the AC:[1/]	18 December 1991
Expected duration:	Three years
Proposed executing agency:	Government
Government implementing agency:	Center for Molecular Immunology
Proposed UNDP contribution:	$ 800 000 Source of funds: IPF
Total UNDP budget:	$ 800 000

Project background

The development of Cuba's biotechnological industry is currently among the Government's principal national development objectives. As outlined in the Fifth Country Programme (1992-1996), fostering the growth of this subsector has two main objectives: first, to acquire the medicaments to fight the country's leading malign diseases which are the latest challenge in public health; and second, to diversify the country's economy, establish leading sectors around the production of non-traditional exports, and the need to make the country less dependent on imports.

In the last thirty years, Cuba has achieved vast improvements in the field of public health. An infant mortality rate of 11.1/1000 and life expectancy of 73 and 76 years among men and women respectively, are among the best in the hemisphere. These advances have encouraged the Government to allocate resources for the development of technologies which will fight more complex diseases such as cancer, immune deficiencies, AIDS, rejection of transplants, etc.. On the other hand, Cuba is facing a serious challenge in its economic sphere. The economy is heavily dependent on external trade, especially on sugar, the commodity price of which is presently depressed in world markets. A biotechnological industry would help fulfil the need to diversify the country's exports with products which carry a high value added content.

During the course of the last ten years, Cuba has invested and accumulated valuable resources and experience in the field of biotechnology. Biotechnology was initially developed by national research institutions in 1981 and flourished since then, on account of the country's specialized human resources and abundant scientific facilities. In this field, the production of monoclonal antibodies has been emphasized. Monoclonal antibodies

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are proteins belonging to the body's defense mechanism which have proven effective in diagnosing and treating several complex diseases. Their most marked characteristic involves their ability to track and destroy antigens without harming healthy body parts.

To scale up the production of monoclonal antibodies, and select the best technology for cultivating superior cells, and specialized equipment used for the production process, the Government requested UNDP assistance under the present approval.

Description of project

The development objective of the project is to supply monoclonal antibodies which will be used to diagnose and treat various diseases.

The immediate objectives of the project are to : (a) enable the Center for Molecular Immunology of the Ministry of Public Health to provide most of the equipment for the production plant; (b) bring the production capacity of the plant to industrial scale and enable it to reach approximate 1 Kg/yr by the end of the project; and (c) satisfy the national necessity with a production capacity of 5 kg/yr which will be used for export production following the end of the project.

Project activities will include : (a) transferring the technology needed for the up-scaled production; (b) equipping the production plant (i.e. bioreactors, fermenters, etc.); (c) training 120 technicians and scientists in specialized areas (i.e. operation of bioreactors and fermentators, and generation of chimeric and reformed monoclonal antibodies); and (d) elaborating a quality control system, a technical document of the production system, and its patent registration.

Inputs

UNDP will provide seven work-months of short-term international experts to start up operations in cellular cultures production, heterogeneous systems development, and quality control; 40 work-months of training in the areas of bioreactor and fermenters operations, chromatography at a pilot scale, chimeric antibodies, and murine viruses; visits to other production plants; equipment for the cultivation of suspension cells, and for the laboratories to be used in quality control; and subcontracts to verify the quality of the product.

Financial data

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Personnel	89 000
Subcontract	90 000
Training	265 000
Equipment	353 000
Miscellaneous	3 000
Total	800 000

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